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# THE PATH TO GRANT SUCCESS



Your Guide to Fire & EMS  
Grant Assistance

An exclusive supplement to **JEMS** (Journal of Emergency Medical Services) and  
**FireRescue Magazine**, sponsored by **Masimo Corp.**

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JOURNAL OF EMERGENCY MEDICAL SERVICES

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#### Editor's Foreword

This supplement offers important information and tips to help you obtain grant funds available to your organization from federal, state and local sources. Masimo, an innovator in the field of non-invasive patient monitoring technologies, is committed to improving patient outcomes, encouraging provider and patient safety, and reducing the cost of care by bringing advanced technologies to new sites and applications.

Masimo realized that in order for EMS and fire agencies to advance in the use of highly specialized equipment—such as patient monitors, ventilators, SCBAs, and mass casualty and WMD equipment, shelters and supplies—they needed assistance in obtaining grant funds to augment their already strained budgets. So they first established specialized Web sites, FireGrantsHelp.com and EMSGrantsHelp.com, to help you navigate through the maze of grant requirements and preparations. Now they're sponsoring this educational supplement to help you prepare and submit successful grant applications.

Brandon Johnson, senior grant consultant with FireGrantsHelp.com and EMSGrantsHelp.com, is one of us: a field provider, specialty team leader and educator. He knows firsthand how crucial it is to be able to tap into the federal, state and local grant dollars dedicated to our missions and available for the asking. He is passionate about helping you get the grant funds you deserve and has dedicated countless hours to obtaining the latest information, and to making it available to you on the Web sites and in this special supplement.

While I was the executive director of the Eastern PA EMS Council, I wrote many grant applications, obtaining more than \$11 million to develop the EMS system. The information presented in this supplement addresses many of the lessons I had to learn the hard way, through trial and error, in order to submit successful grant applications. Read this guide carefully, and go get the funds dedicated to your mission.

**A.J. Heightman, MPA**  
Editorial Director  
Elsevier Public Safety



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# The Ultimate Grant Resource

## An overview of FireGrantsHelp.com & EMSGrantsHelp.com

HAPPY NEW YEAR from the staff of FireGrantsHelp.com! 2008 ushers in yet another year of grant opportunities—and renewed hope for grant success. Whether your fire department or EMS agency was tremendously successful or a little disappointed in 2007, it's time once again to reinvigorate, or maybe even resuscitate, your department's grant program.

FireGrantsHelp.com, along with sister site EMSGrantsHelp.com, is committed to providing you with the most comprehensive online grant resource available. Prior to its launch in early 2007, there was no known clearinghouse of grants and grant information specific to the fire and EMS industry. Although you may be savvy to the larger federal offerings, what about the hundreds of smaller state, local and corporate opportunities? These smaller grants may not provide the capital required to purchase a new response vehicle, but they can nonetheless be extremely useful in supporting other operational areas. With this in mind, FireGrantsHelp.com was developed to meet the fastidious needs of fire and EMS grant seekers.

The comprehensive database of available grants couldn't be easier to navigate. Using an interactive map of the United States, simply point and click on your state, and all federal, state and corporate grants available will be displayed. Once you select a particular grant, you'll be provided with a synopsis of the grant, as well as contact information and a link to the program's Web site.

In addition to the search feature, you'll find many other useful tools and

resources, such as news, featured grant announcements and research assistance. For the novice grant writer, check out the "Grants 101" section. This informative introduction to grants and grant writing gives you a significant amount of basic knowledge to understand grants, beyond what's covered in this supplement. Want to review additional narrative samples? "Grants 101" has you covered with several samples and writing guidance.

Within this section of the Web site, you'll also find our "Five Steps to Grant Success," a step-by-step tutorial to guide you through the sometimes tedious process of collecting the information necessary for nearly all grant opportunities, regardless of their sponsors.

Now more than ever, the fiscal demands inherent to our industry are taking their toll on fire and EMS departments nationwide. Many departments are faced with the challenge of providing the highest level of services available on a thinning budget. Our ever-evolving industry will continue to be faced with these issues. Thus, it's critical for us to carefully examine alternative funding streams that can supplement existing budgets. Grants will undoubtedly continue to play a major role in providing the equipment, staffing and tools we need to safely and efficiently do our jobs each day.

At FireGrantsHelp.com, we're continually searching for new and innovative ways to provide you with the most comprehensive fire and EMS grants resource available. The site is frequently updated, so visit often for the latest in grant information and assistance. Stay safe, and best of luck in 2008! ▲





PHOTO A.J. HEIGHTMAN

# A Method to the Madness

*When you understand grant fundamentals & heed expert advice, getting attention for your proposal is a snap*

FOR A FIRST-TIME grant writer, the grant application process can be downright frustrating. Departments that have chosen not to pursue grant funding have often said frustration is the reason why they don't apply. To simplify the process and take the frustration out of it, all you need are five simple steps. Before we reveal what those steps are, let's get started with a brief discussion of the basics.

**What are grants?** "Grants" is a general term for the multitude of federal, state, local and corporate programs available to assist state and local governments, fire and EMS departments, and community-based organizations. This assistance can take many forms, including direct funding, loans, surplus government equipment and other resources.

Grants are not simply "free money"; each individual grant program has strict prerequisites and eligibility requirements that must be satisfied by your organization. You must also consider that the number of funding requests usually far outweighs the available funds of a particular grant program. With this in mind, it's important to recognize a considerable amount of research and planning will be essential in order to prepare and submit a strong application.

Although the overall strength and completeness of your application will certainly increase your odds of success, sometimes even the strongest of applications fail to achieve funding. Disheartening as this may be, an

attitude of unwavering persistence often pays off for those willing to live by the old adage: "If at first you don't succeed, try, try again." Also keep in mind that you will have already performed much of the background research and developed important descriptive information that can be used in future grant applications.

**How can grants benefit my department?** It may surprise you that countless fire and EMS agencies choose not to pursue grant funding for department projects. Whether your department needs NFPA-compliant PPE, new apparatus, ALS equipment or funding to hire additional staff, grants can help bridge the gap between a budget shortfall and successfully funding your project. Most grant programs have specific eligibility requirements and are often intended to provide funding for a particular operational area of your department. Careful grant research will ensure your department's project meets the grant program's requirements.

**Sounds good, but where do I begin?** At first glance, the grant application process may seem quite difficult and confusing. But the articles in this supplement lay the

## Five Steps to Grant Success

Identify  
Projects &  
Budgets

Find  
Available  
Grants

Research  
Your  
Grant

Write  
Your  
Narrative

Review &  
Submit  
Application



foundation to understanding the process and set you on the path to grant success. Although no two grant programs are exactly alike, the “Five Steps to Grant Success” developed by FireGrantsHelp.com serves as a general blueprint for your approach to applying for a grant. Follow these five steps and you’ll be well on your way.

### **STEP 1: Identify Projects & Budget**

The first and most obvious step is to identify and prioritize department projects that would benefit from grant funding. When considering potential projects for grant funding, give priority to those that will produce a *quantifiable* operational benefit. Be prepared to fully explain how the proposed project will enhance your department’s operations, and predict any potentially negative impact to your department’s operations if the project is not funded.

Once your department has identified a particular project, you’ll need to determine the project’s cost and prepare a provisional budget. Your budget should include all costs associated with the project’s implementation, such as equipment, accessories and additional training that will be required.

### **STEP 2: Find Available Grants**

Once your project has been identified and a provisional budget has been drafted, it’s time to search for available grant opportunities. Use the FireGrantsHelp.com search engine to locate available grants. You can perform a search by category (federal, state or corporate) or by selecting your state on our interactive grant map to show available opportunities. Search results will provide a brief synopsis of the grant, as well as application periods, contact information, links to the grant homepage, and more.

### **STEP 3: Research Your Grant**

Now that you’ve located an available grant, it’s imperative that you completely research the opportunity so you fully comprehend all eligibility requirements, due dates, eligible activities, local cash match, etc. Take advantage of program-sponsored information sources and workshops. Most grant programs will provide applicants with thorough guidance documents and workshops, which can provide potential applicants with invaluable information about program eligibility requirements, eligible activities and deadlines.

The most common reason why grant applications are denied is failure to follow the directions. When reviewing a grant’s guidance document, it will prove beneficial to seek out items characterized as “must do’s,” “should do’s,” and “could do’s.” Obviously, pay the most attention to the “must do’s”; these are the items that could cause immediate elimination if not precisely followed. They may include stipulations that your department must be either a non-profit or municipal-based fire department, or a non-affiliated EMS agency; that you must have a Data Universal Numbering System (DUNS) number; or that you must comply with all NIMS and NFIRS requirements. To sort through these stipulations, the resources section on FireGrantsHelp.com provides more information on grant basics, research, references and tools.

### **STEP 4: Write Your Narrative**

On to the most dreaded portion of the grant process—the narrative. Preparation is the key. Long before a grant’s application period nears, departments should gather information about where grant funds could be best utilized. Which areas would best improve your department’s ability to safely train, be equipped and respond? With preparation, you can confidently build a strong case for your department by explaining how new equipment, for example, will enhance your response capability. It may also be beneficial to explain how a lack of funding might negatively affect your department’s operations.

You should write your narrative in advance. By doing this, you can allow time for others to proofread and carefully review your draft prior to submitting your application, which is critical since you can’t make changes later. Narratives should be clear and concise, thoroughly explaining your department’s needs and how funding will enhance your department’s operations. Avoid preformatted grant narrative templates; your firsthand

knowledge of your department’s operations will enable you to write a more persuasive narrative. For more on writing an effective narrative, see “Tell & Sell Your Story,” p. 12.

### **STEP 5: Submit Your Application**

You’ve come a long way, and now it’s time to prepare and submit your application. This is the time to verify and re-verify you’ve carefully followed the instructions, all information requested in the application is accurate, and you’ve had a third party proofread your grant narrative.

Use online applications whenever possible. Many grant programs now offer the ability to



**Whether your department needs new 12-lead ECGs or NFPA-compliant PPE, grants can offset budget cuts and fund your worthwhile project**

apply online, which can dramatically simplify the application process. Online applications usually automatically prevent you from submitting an incomplete application. Once you submit an online application, you should receive an e-mail confirmation. No need to worry about your application packet getting lost in the mail!

FireGrantsHelp.com is your complete online resource for fire and EMS grants. If you’re ready to embark on this journey, let FireGrantsHelp.com be your online guide. The expanded “Five Steps to Grant Success” on the Web site will steer you through the sometimes tedious process of collecting the information critical to nearly all grant opportunities, regardless of their origin. Follow these five easy steps and you’ll greatly improve your chance for success! ▲



PHOTO GORDON J. NORD JR.

# Federal Funding

*Fire Act grants help with apparatus, equipment & staffing needs*

SINCE 2001, the federal government has allocated billions of grant dollars annually for the purposes of reinforcing critical infrastructure and enhancing the safety and capabilities of emergency response agencies nationwide. Although hundreds of smaller state and corporate grant opportunities are also available each year, by far the largest pool of grant funds can be found within the Federal Fire Act grant programs, administered by the Federal Emergency Management Agency (FEMA). Fire Act grants are awarded to fire departments, and in some cases “non-affiliated” EMS agencies, for the purposes of enhancing their ability to protect the public and emergency personnel.

Three types of Fire Act grants are available: Assistance to Firefighters Grant (AFG), Staffing for Adequate Fire & Emergency Response (SAFER), and Fire Prevention and Safety (FP&S). Each opportunity focuses on a different operational area; thus, it’s important to have a thorough understanding of program eligibility requirements, allowable activities, local cash match, due dates and other grant details. Let’s take a closer look at the three Fire Act grants. (The majority of the following information was taken directly from

the issuing agencies’ Web sites to ensure these opportunities are accurately presented.)

## ASSISTANCE TO FIREFIGHTERS GRANT (AFG)

**NEXT APPLICATION PERIOD: Spring 2008**

**SOURCE: DHS-AFG07**

The primary goal of the Assistance to Firefighters Grants (AFG) is to meet the firefighting and emergency response needs of fire departments and non-affiliated EMS organizations. Since 2001, AFG has helped firefighters and other first responders to obtain critical equipment, protective gear, emergency vehicles, training and other resources needed to protect the public and emergency personnel from fire and fire-related hazards.

The National Preparedness Directorate in FEMA administers the grants in cooperation with the U.S. Fire Administration (USFA). For fiscal year 2005, Congress reauthorized AFGs for an additional five years through 2010. Eligible activities for AFG will correspond to two categories: vehicle acquisition and/or operations and safety. Here are two examples of “activities” eligible under AFG:

### **Operations and Safety Activity:**

Training, equipment, personal protective equipment (PPE), wellness and fitness, and modifications to stations and facilities.

### **Vehicle Acquisition Activity:**

For fire departments, this includes but isn’t limited to, pumpers, brush/attack units, tanker/tenders, rescue vehicles, ambulances, quints, aerials, foam trucks and fireboats. For non-affiliated EMS organizations, this is for ambulances, rescue and command vehicles, but *not* firefighting apparatus.

According to the 2007 guidance document for the AFG, a “non-affiliated EMS organization” is defined as a public or private non-profit EMS organization that provides direct emergency medical services, including medical transport, to a specific geographic area on a first-due basis but is not affiliated with a hospital and does not serve a geographic area where emergency medical services are adequately provided by a fire department.

Fire departments or non-affiliated EMS organizations operating in any of the 50 states plus the District of Columbia, the Commonwealth of the Northern Mariana Islands, the Virgin Islands, Guam, American Samoa, and Puerto Rico are eligible for AFG funding.

In making the determination regarding “adequately provided,” DHS will conclude





With AFG funding, your department or agency can purchase additional PPE and provide training under an Operations and Safety Program.

that any non-affiliated EMS organization would be eligible if it is “adequately providing” direct emergency medical services at the time of application submission and is in good standing with the community, i.e., licensed and/or chartered to provide EMS care to the community. Rescue squads that provide direct emergency medical services, including medical transport, to the community they serve are eligible to apply as non-affiliated EMS organizations.

“Not affiliated with a hospital” means that the applying organization doesn’t receive any kind of direct support from a hospital in the form of funding, facilities, staff, equipment or apparatus. Contracting with a hospital on a fee-for-service basis would *not* constitute an “affiliation” in the context of AFG. Also, for the purposes of the AFG, a “hospital” is defined as an organization, clinic, medical center, medical college or university, infirmary, surgery center, or any other institution, association or foundation that provides medical, surgical or psychiatric care and treatment for the sick or injured.

## STAFFING FOR ADEQUATE FIRE & EMERGENCY RESPONSE (SAFER)

NEXT APPLICATION PERIOD: Summer 2008

SOURCE: DHS-SAFER07

The SAFER grant was created to provide funding directly to fire departments and volunteer firefighter interest organizations to help increase the number of trained, frontline firefighters available in their communities. The goal of SAFER is to enhance local fire departments’ abilities to comply with staffing, response and operational standards established by NFPA and OSHA (NFPA 1710 and/or NFPA 1720 and OSHA 1910.134).

Specifically, SAFER funds should help local fire departments increase staffing and deployment capabilities for emergency response. As a result of the enhanced staffing, response times should be sufficiently reduced with an appropriate number of personnel assembled at the incident scene. Also, the enhanced staffing should ensure all frontline/first-due apparatus of SAFER grantees have a minimum of four trained personnel to meet the OSHA standards referenced above. Ultimately, a faster, safer and more efficient incident scene will be established and communities will have more adequate protection from fire and fire-related hazards. Examples of eligible activities include:

**Hiring of Firefighters Activity:** The goal is to award grants directly to volunteer, combination and career fire departments to help increase the number of frontline, active firefighters and ensure the department has adequate personnel to respond to and safely



PHOTO WILLIAM RYAN

An FP&S grant can fund a fire department project to improve data collection and analysis. For EMS agencies, the AFG can provide funds under the Operations and Safety Activity.



## SUCCESS STORY

Denver Gets \$56K Grant for Prevention

On June 8, 2007, the Denver Fire Department was awarded \$56,000 from the 2006 Fire Prevention and Safety Grant Program. Funding will be utilized for fire prevention education activities in area schools.



PHOTO RICK NOHL

A SAFER grant provides funding directly to career fire departments or volunteer firefighter organizations so they have enough responders to comply with staffing and operational standards established by NFPA and OSHA.

the fire department's geographic response area. The primary focus is the recruitment and retention of volunteer firefighters who are involved with or trained in the operations of firefighting and emergency response. Volunteer, paid-on-call and combination fire departments, as well as local and state volunteer firefighter interest organizations, are eligible to receive grants.

## FIRE PREVENTION & SAFETY (FP&S)

NEXT APPLICATION PERIOD: Fall 2008

SOURCE: DHS-FP&S07

These grants are part of the AFG and are under the purview of the National Preparedness Directorate in FEMA. FP&S grants support projects that enhance the safety of the public and firefighters from fire and related hazards. The primary goal is to target high-risk populations and mitigate high incidences of death and injury.

Examples of projects supported by FP&S include fire prevention and public safety education campaigns, juvenile fire setter interventions, media campaigns, and arson prevention and awareness programs. In fiscal year 2005, Congress reauthorized funding for FP&S and expanded the eligible uses of funds to include Firefighter Safety

perform at an incident scene, thus providing the community protection from fire and fire-related hazards.

This activity provides five-year grants to assist fire departments in paying a portion of the salaries of newly hired firefighters. These new positions must be in addition to currently authorized and/or funded active firefighter positions. Grantees are required to match an increasing proportion of the salary awarded over a four-year period; in the fifth year of the grant, the grantee must absorb the entire cost of any positions awarded because of the grant. The federal share of salaries and associated benefits is limited to a total of \$105,425 per position over the course of the performance period.

There's no funding limit for any application or a limit to the number of positions eligible for funding per application. However, applicants requesting large numbers of firefighters must make a strong case for their request.

### Recruitment and Retention of Volunteer Firefighters Activity:

The goal of this activity is to create a net increase in the number of trained, certified and competent firefighters capable of safely responding to emergencies likely to occur within

Research and Development. Eligible activities include:

**Fire Prevention and Safety:** Public education campaigns, smoke alarms, sprinkler awareness, code enforcement/awareness, firefighter safety, training, wildfire prevention/awareness, arson prevention/awareness, risk assessment and general prevention/awareness.

**Firefighter Safety Research and Development:** Projects include, but are not limited to, database/data collection and analysis projects/systems, social science studies/projects and technology studies that address injury outcomes or their surrogates (such as firefighter safety, wellness, fitness or health).

**When a fiscal shortcoming rears its ugly head, it's time to get creative. Examining alternatives can provide you with an unforeseen funding opportunity.**

When a fiscal shortcoming rears its ugly head, it's time to get creative. For example, let's say the only grant currently available to you is limited to fire prevention and public education activities. If funded, consider redirecting the money your department had budgeted for fire prevention to instead fund another proposed project, such as an EMS-related program targeting injury prevention for elderly residents in your service area. Often times, examining alternatives will provide you with an unforeseen funding opportunity that may be the difference between successfully implementing a new project or it spending yet another year on the back burner.

For more on AFG, SAFER and FP&S grants, check out the additional information at [www.FireGrantsHelp.com](http://www.FireGrantsHelp.com). ▲



### SUCCESS STORY

*Broward County Wins Grant for CO-Oximeters*

In 2006, 19 fire/EMS agencies in Broward County, Fla., were collectively awarded \$128,785 from the annual Broward County EMS grant program. Funding will be utilized to deploy 43 Masimo Rad-57 CO-Oximeters to departments within Broward County. Captain Chantal Botting of Ft. Lauderdale Fire-Rescue (shown) led the grant effort.





PHOTO GRANT THERRIEN

# Backyard Bucks

*Corporate grants cover special projects & training*


ALTHOUGH THE MAJORITY of fire and EMS grant opportunities are offered by the federal and state governments, numerous smaller corporate grants are available—and often go unnoticed. These grants won't provide the type of funding required for big-ticket items, such as new apparatus or additional staff, but for smaller projects or bridging a budgetary gap, they may well do the trick.

I would strongly encourage you to look beyond well-known opportunities for those yet to be discovered in your own backyard. Local businesses and industry shouldn't be overlooked as potential grant-funding streams. A well-written explanation of a given operational need along with adequate justification and a foreseeable benefit to the

community will often go a long way. Of course, not all businesses will be willing or able to provide your department with a big check. But many departments have enjoyed success with this approach simply because they took the time to ask.

We've chosen to highlight the following three corporate grants because of their proven track records of funding, as well as their continued support for communities.

## Fireman's Fund Heritage

 **Fireman's Fund** Insurance Company Created in 2004 by Fireman's Fund Insurance Co., the Fireman's Fund Heritage is a national program that provides funds for local fire departments, national firefighter organizations and burn prevention/treatment organizations. Funds can be applied toward equipment, fire prevention tools, firefighter training, fire safety education and community emergency response programs. In addition to awarding grants, Fireman's Fund employees and agents also provide volunteer support. For more, visit [www.firemansfund.com/servlet/dcms?c=heritage](http://www.firemansfund.com/servlet/dcms?c=heritage).

## FM Global Fire Prevention Grant Program

 National, regional, state, local and community organizations can apply for funding through the Fire Prevention Grant Program offered by FM Global. The grant provides support for many aspects of fire prevention, preparedness and control efforts, including pre-planning, fire-fighting in sprinklered buildings, fire and arson prevention and investigation, and fire prevention education and training programs. For more, visit [www.fmglobal.com/page.aspx?id=01060200](http://www.fmglobal.com/page.aspx?id=01060200).

## State Farm Safe Neighbors Grant

 Funding from the State Farm Safe Neighbors Grant is available to meet your community-based needs. The funding is directed to improving driver, vehicle and roadway safety; shielding homes from fires, criminals and natural disasters; supporting disaster preparedness programs and recovery services; and enhancing personal financial security. Grant requests for local initiatives are evaluated and approved by State Farm field offices based on available funding. For more on this grant, visit [www.statefarm.com/about/part\\_spos/grants/cogrants.asp](http://www.statefarm.com/about/part_spos/grants/cogrants.asp). ▲



PHOTO A.J. HEIGHTMAN

# Is It on the List?

## Demystifying the AEL & SEL

A FAIR AMOUNT of confusion shrouds the AEL and the SEL—what these two lists are and what their combined purpose is. First, neither of these equipment lists are composed of commercially available *products*. Instead, they're similar lists of generic product *types*, so you won't find a specific product on them, such as the Masimo Rad-57 Pulse CO-Oximeter. What you'll find is entry number 09ME-03-BCNI, a Non-Invasive Blood Chemistry Monitor. Beyond that, what you find will depend on which list you're reviewing.

**Authorized Equipment List (AEL):** This list is produced by the U.S. Department of Homeland Security (DHS) and is used to determine which types of equipment can be purchased under the major Homeland Security grants ([www.ojp.usdoj.gov/odp/grants\\_equipment.htm](http://www.ojp.usdoj.gov/odp/grants_equipment.htm)). Twelve grant programs are currently covered by the AEL, such as the Law Enforcement Terrorism Prevention Program (LETPP), the Metropolitan Medical Response System (MMRS) and Public Safety Interoperable Communications (PSIC). The information you'll find on the AEL will usually be limited to a broad description and grant allowability information.

Sticking to the examples used so far, you would find the Non-Invasive Blood Chemistry Monitor mentioned above *may* be an allowable purchase with MMRS grant funds, but not allowable under the LETPP or the PSIC. This makes

sense. Such products aren't normally used for law enforcement and they certainly aren't interoperable communications equipment. The use of the word "may" earlier was intentional. These federal grant programs are administered by the states, and the states distribute them in ways consistent with their overall homeland security plan. Applications for these grants should be prepared in consultation with the State Administrative Agencies. Their contact information can be found online at [www.ojp.usdoj.gov/odp/contact\\_state.htm](http://www.ojp.usdoj.gov/odp/contact_state.htm).

### Standardized Equipment List (SEL):

This list is written by the InterAgency Board (IAB) for Equipment Standardization and Interoperability ([www.iab.gov](http://www.iab.gov)). The IAB is a group of federal government representatives and senior-level emergency responders from all disciplines who meet three times a year to update and consider additions to the list.

Because the IAB doesn't control federal grant money, this list doesn't contain any grant allowability information. However, it does contain details about each type of equipment for potential buyers. These are listed under the headings "Important Features" and "Operating Considerations."

Again, using the Non-Invasive Blood Chemistry Monitor example, the list provides such information as batteries required, training necessary to interpret instrument data, decontamination of probes and options for multiple functions in one unit. Although these are two different lists with different purposes, there's a great deal of overlap in the equipment types covered. Conveniently, equipment types are identically numbered on both lists. For example, 09ME-03-BCNI is a Non-Invasive Blood Chemistry Monitor whether you're looking at the AEL or the SEL.

Interactive versions of both the AEL and the SEL can be found on the Responder Knowledge Base (RKB) site at [www.rkb.us](http://www.rkb.us). They're accessed by clicking the blue tab for "AEL/SEL" at the top of the page. The RKB

site allows you to display the lists together, so you can view the DHS grant allowability information and the IAB's helpful hints at the same time.

If you still have questions about either of these lists or their application, you can contact the RKB by e-mail at [info@rkb.us](mailto:info@rkb.us) or by phone at 703/641-2078. ▲







# What Not to Do

## Avoiding the most common application pitfall

I RECENTLY SPENT an entire afternoon assembling a home gym and treadmill for my wife. I must admit that after opening the two enormous boxes containing what seemed like 5 million pieces, I was feeling a bit overwhelmed with the task that lay ahead. As I'm certain any man would, I had confidently told my wife, "No biggie, dear. I'll have this thing up and running in no time." This was, of course, the first of many miscalculations I made that day. Hours later, the Gym Master 9000 was nearly complete, and I was feeling extremely gratified in my accomplishment until ...You see there was this extra part, a rather large one at that. This part was an enigma; it didn't seem to fit anywhere.

I was beginning to lose my cool when my wife commented, "Perhaps if you had followed the directions, you would know where this piece belongs." A preposterous idea, I thought to myself, knowing full well that she was probably right. I waited until

she left the room, then quickly recovered the directions from where I had filed them (the trash). I'm not too proud to admit I messed up. The Gym Master 9000 absolutely, positively would not function without this piece in its proper place.

By now, you've most likely asked yourself, *What does this have to do with grants?* I'll get to the point. There are occasions in life when following the directions is optional; your decision to go at it alone is made with the understanding that there are associated risks. As with the Gym Master 9000, failing to follow a grant's guidance and directions can, and often will, prove fatal. The most common reason grant applications are denied prior to being reviewed is simply failing to complete the application as directed.

Long before you're ready to complete your grant application, a significant amount of time should be dedicated to fully researching the grant's guidance documentation and application directions. Take advantage of program-sponsored tutorials and workshops. They'll provide applicants with invaluable information about program eligibility requirements, eligible activities, deadlines and other tips.

Your odds of grant success are greatly increased when you accept the fact that a properly researched and well-written application will require a great deal of effort. There's simply no replacement for your blood, sweat and tears, with the exception of outsourcing your grant to a professional grant writer. Although there's absolutely no shame in hiring a pro, the knowledge and experience gained by doing it yourself is worth the extra effort.

And if your perfectly prepared application doesn't result in funding, don't give up. Among the many traits that make up a successful grant writer, persistence is perhaps one of the most important. Like Abraham Lincoln once said, "You may be disappointed if you fail, but you are doomed if you do not try." ▲



### SUCCESS STORY

*Erlanger Funded for Communications Upgrade*

On Oct. 5, 2007, Erlanger (Ky.) Fire & EMS was awarded \$193,372 from the 2007 Assistance to Firefighters Grant Program under the Operations and Safety activity. Funding will be utilized to upgrade mobile and portable communications equipment, as well as purchase new SCBA and thermal-imaging cameras.



PHOTO GRANT THERRIEN

# Tell & Sell Your Story

*How a well-planned application narrative can give you the edge*

BY WILLIAM D. FLETCHER, CEM

COMPETING FOR grant dollars in the current homeland security climate is both an opportunity and a challenge. As pointed out earlier, to win funding in this highly competitive environment, grant proposals must be well planned, compliant and persuasive. A review of successful grant applications often finds that the narrative is the component that makes the application. Often overlooked, the importance of writing a complete and appealing narrative cannot be emphasized enough.

To make this process as simple as possible, we need to look no further than the basic rules of writing an effective press release or news article. A successful grant application will answer four classic journalism questions: who, what, why and how?

**Who?** The narrative must include a detailed description of the agency or organization applying for the grant. Demographics of the jurisdiction and the agency are vital to convey why the grantee should make an investment in your community. How large or small is the population? How many commercial, industrial and residential buildings or

developments are within your jurisdiction?

Special attention should be given to providing the review panel with the vulnerabilities of your community. Does your community have significant infrastructure—interstate highways, rail lines, waterways, transportation hubs, electrical power stations, water or sanitation treatment facilities, communication facilities, etc.? Describe significant industrial, commercial or residential population concentrations—industrial parks, manufacturing facilities, shopping centers, retirement communities, hospitals, nursing homes, housing projects, etc.

How is your organization structured? Is your department an agency of local government? Is your agency a regional initiative providing service to many local governments? What are the services provided by your organization? How many personnel does your agency employ? What are the capabilities of those employees? How many responses does your organization make within a year? Answers to these questions should provide a thorough overview of who—both the agency and the jurisdiction—is applying for grant assistance.

**What?** The narrative must absolutely include a thorough description of the project to be funded by the grant. The person writing the narrative should bear in mind the reviewer may or may not be a peer reviewer. In some grant review processes, a member of the grant review panel is primarily reviewing the narrative for substantive content describing vulnerability assessment, deficiencies, capabilities and how the grant will address those deficiencies. The reviewer may not know the specific capabilities of the equipment to be funded through the grant. Be certain to address the specifications and capabilities of the asset (i.e., apparatus or equipment being funded). This section should also describe project milestones, if appropriate.

**Why?** This portion of the grant narrative is a perfect segue from your description of the “what” that’s being funded. Because the first portion of your narrative describes specific vulnerabilities the requested grant will diminish, your narrative should next reference specific goals, objectives, priorities and required task lists from federal and/or state homeland security guidance.

The National Preparedness Guidelines (from the DHS) provide target capabilities, vital missions and critical tasks. It’s imperative your narrative include reference to these documents and illustrate that your project goals and objectives not only address local needs, but federal and/or state priorities as well.



The grant review panel is primarily reviewing the narrative for substantive content describing vulnerability assessment, deficiencies, capabilities & how the grant will address those deficiencies.



Your application narrative should describe the specifications and capabilities of the asset you plan to purchase, such as extrication tools.

project should be awarded before others and which of the federal and/or state homeland security goals, objectives and priorities your project is intended to address. Finally, delineate how the project will improve your organization's capabilities.

Remember to check the specifications listed in the guidance document for a given opportunity to ensure your narrative is prepared in the format and length required.

Agencies will improve the likelihood their grant application will be funded if sufficient time and effort is dedicated to thoroughly answering each of these questions. ▲

**How?** This portion of the narrative helps you summarize your answers to the previous questions—who, what and why. Reiterate who's asking for grant assistance, what your organization is attempting to achieve, why the project is important, and how it addresses federal and state homeland security objectives. Finally, this portion should precisely describe how your grant project will improve your organization's capabilities and/or address specific vulnerabilities and deficiencies. Again, the individual who will later review your narrative may not have the knowledge or experience that your organization possesses, so explain to the reviewer how your project will meet the described needs.

It will also be advantageous to describe any mutual aid agreements your organization may be a party to and discuss the availability of the granted equipment to other local, county or state agencies. Based on the guidance document of the individual opportunity, you may need to describe how the project will be sustained after the funding period ends. You may also need to cite additional funding sources, matching funds and external partnerships that will be developed to provide continued financial support.

When preparing your grant application, don't forget that the narrative is the most direct method to sell your application and separate it from the competition. A successful grant application will answer the who, what, why and how. Clearly provide the application reviewer with pertinent details concerning your organization and community. Thoroughly describe what they are funding by awarding your agency. Describe why your

## Reference

- Department of Homeland Security: "National Preparedness Guidelines." [http://www.dhs.gov/xlibrary/assets/National\\_Preparedness\\_Guidelines.pdf](http://www.dhs.gov/xlibrary/assets/National_Preparedness_Guidelines.pdf).



**William Fletcher, CEM**, is a deputy director of the Boone County Office of Emergency Management and a captain with the Hebron Fire Protection District in Kentucky. He has worked in emergency management and the fire service for 17 years. He also serves as the equipment and training officer for the Northern Kentucky Regional WMD/Hazardous Materials Response Team. He is one of 617 emergency management professionals worldwide that hold the "Certified Emergency Manager" designation, which is conferred by the International Association of Emergency Managers.



## SUCCESS STORY

*Hialeah Gets \$1.8 Million for Staffing*

On Nov. 24, 2006, the City of Hialeah (Fla.) Fire Department was awarded \$1,863,000 from the 2006 Staffing for Adequate Fire and Emergency Response Grant (SAFER). These funds will allow for the hiring of 18 additional firefighters.

# Sample Narrative

## Noninvasive CO-Oximeter Project Description

In keeping with our unwavering desire to provide the highest level of service possible, it is the intention of our 2007 AFGP Operations and Safety Program to purchase and field deploy forty Masimo Rad-57 Pulse CO-Oximeters at a cost of \$3,500.00 per unit. This breakthrough medical device is the only product in the world that can noninvasively measure the level of carbon monoxide (CO) in the bloodstream in seconds without drawing blood or performing a time-intensive and costly laboratory test. It is portable (a small, hand-held unit), accurate, extremely easy to use and can be deployed to test carbon monoxide levels of firefighters in the field to determine whether or not they have been exposed to dangerous levels of carbon monoxide. It can also be used to quickly and easily triage patients on the scene to determine the proper course of treatment.

Carbon monoxide represents a grave threat to public health for both our citizens and emergency response personnel—especially firefighters. Carbon monoxide is a colorless, odorless, tasteless gas that is caused by the incomplete combustion of any carbon-based material. CO binds readily with hemoglobin which creates carboxyhemoglobin, a dysfunctional hemoglobin incapable of transporting oxygen; this deficit results in a systemic hypoxemia. Each year, carbon monoxide claims the lives of nearly 3,800 Americans and is the most commonly reported form of poisoning in the United States.

This innovative new technology would give our personnel the ability to routinely provide screening of patients and firefighters alike for both occult and suspected CO intoxication. Until the introduction of the Masimo Rad-57, it was impossible to determine the level of carbon monoxide in the blood (COHb) without a hospital clinician obtaining a blood sample and performing sophisticated laboratory analysis. The Masimo Rad-57 has been FDA cleared to noninvasively measure COHb saturation in the range of 1–40% with an accuracy of  $\pm 3$  digits (1 S.D.) in seconds.

In addition to the obvious benefit of routinely screening our patients for unsuspected CO intoxication, the Masimo Rad-57 represents an enormous breakthrough in the area of firefighter rehabilitation/safety. Firefighters entering the rehab sector can now be screened for CO exposure within seconds, significantly diminishing the potential for CO-related injury and long-term neurological and cardiac damage.

In a recent study published in the *Journal of the American Medical Association (JAMA)*, the Minneapolis Heart Institute found a strong link between carbon monoxide poisoning and myocardial injury resulting in increased mortality and morbidity. Ratios from this study demonstrate that a patient has a three times higher likelihood of cardiac death (within a seven-year follow-up period) from even one moderate to severe toxic CO exposure, when compared with a control group.

The addition of the Masimo Rad-57 Pulse CO-Oximeter to our existing response capabilities would greatly enhance our ability to safeguard the lives of both our citizens and our personnel.

## Statement of Effect

As previously stated, carbon monoxide represents a grave threat to public health. CO toxicity is the most frequently reported form of poisoning in the United States each year. The pervasive nature of CO toxicity is further complicated by our inability to easily detect its presence and determine the level of exposure in patients and first responders alike. This silent killer attacks without warning. Signs and symptoms of CO toxicity mimic those commonly associated with the flu, which often results in an improper diagnosis. The chain of CO exposure must be broken in order to prevent further injury and death.

The addition of the Masimo Rad-57 Pulse CO-Oximeter to our existing response capabilities would greatly enhance our ability to expeditiously make the proper field diagnosis and render the appropriate care, thus reducing morbidity and mortality from CO intoxication.

## References

- Mott JA, Wolfe MI, Alverson CJ, et al: "National vehicle emissions policies and practices and declining US carbon monoxide-related mortality." *Journal of the American Medical Association*. 288(8):988–995, 2002.
- Henry CR, Satran D, Lindgren B, et al: "Myocardial injury and long-term mortality following moderate to severe carbon monoxide poisoning." *Journal of the American Medical Association*. 295(4):398–402, 2006.
- Hampson NB: "Emergency department visits for carbon monoxide poisoning." *Journal of Emergency Medicine*. 16(5):695–698, 1998.





HE DOESN'T KNOW HE'S BEEN POISONED BY CARBON MONOXIDE.  
YOU CAN'T AFFORD NOT TO.

**Why risk sending firefighters back into a toxic environment when you can quickly and easily detect carbon monoxide poisoning on the scene?** Too often, firefighters suffering from carbon monoxide poisoning are sent back into action too soon because until now there hasn't been a fast, accurate and noninvasive way to detect elevated levels of CO in the blood. With the Masimo Rad-57 you can easily detect carbon monoxide poisoning on the spot in just seconds with the push of a button, allowing for prompt and possibly life-saving treatment that can also limit the likelihood of long-term cardiac and neurological damage.

To find out more, call 1.800.257.3810 or go to [www.masimo.com/rad-57](http://www.masimo.com/rad-57)

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